

Ministry of Government & Consumer Services

Operational Pilot Transition

Driver and Vehicle Chatbot Pilot

ServiceOntario

December 15, 2021

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Contact Centre Modernization Branch, GSIC

Accountabilities

Objective:

Increasing self-service opportunities while reducing the number of calls that go to an agent for Driver and Vehicle questions

Limited Scope: 5 webpages

- Register Vehicle Permit Licence Plate and Sticker
- Buy or Sell Used Vehicle Ontario
- Renew Driver's Licence
- Driver's Licence
- Payment Help: Driver & vehicle online services

- **DAILY** - All chats and feedback are reviewed daily by the dialogue team
 - **Chatbot Specialist** does daily audit of chats - updates flows and intents, updates Visio – **full day**
 - **Chatbot and Content roles** meet for **45 -60 min** to review the chat conversations and feedback:
 - create notes in Kanban for opportunity, review and assignment
 - Update flows and intents
- **WEEKLY**
 - **SWAT** has **2 @ 30 min meetings** ensure alignment of information as well as sharing common barriers and potential fixes to connect with the responsible areas.
- **AS NEEDED**
 - **Outreach to SWAT** partners through Kanban or dedicated meeting dependant on item and urgency (**60 min monthly**)
 - **Issues creating new web content**
 - **New content errors** – Connect with MGCS web
 - **MGCS web** – form that requires full solution and content writing
 - **ServiceOntario online tools** – sharing with DAB for improvement
 - **MTO** – work with SME to determine page owner, policy, web, Drive Test or work through MGCS – some more successful
 - **New Content from Web**
 - translated and approved – easily updated
 - COVID and resumption of business – changes take time
 - New product – if in scope create new flows taking time

Transition Steps

Content Information and transition

1. Review Scope project scope
2. Content update
 - a. Visio process
 - b. Who to involve
 - c. Translation
3. Continuous Improvement update
 - a. What to look for
 - b. Adhoc process
 - c. Who to involve
4. Kanban
 - a. Use and tracking
5. Measurement
 - a. What we are doing internally
6. Content Training - ODS

IBM Watson training

1. Review Scope project scope
2. 1 hour with Olive
3. Homework – IBM Training
4. Follow – up session with Olive
5. More Homework – build a mini bot
6. Follow – up session with Olive
7. Shadow with Charles
8. Do content update

Up Next

- One on One session with Olive
 - Planning future Chatbot learning
-

What have we done - IBM Watson training

- **Nov 5** - 1 hour with Olive **Homework:**
 - **DEMO:** <https://watson-conversation-duo-dev.ng.bluemix.net/>
 - **BUILD:**
<https://www.ibm.com/cloud/garage/dte/producttour/create-chatbot-plan-trip>
 - **IBM Documentation:**
<https://cloud.ibm.com/docs/services/assistant?topic=assistant-getting-started>
- **Shadow with Charles**
 - Assigned to look at new flow with Charles
- **Nov 26** - Session with Olive
 - **Shared** Q and A to build into your bot, and the general guidelines doc for building a bot.
 - **Please take some time to play in the UAT bot**, see what you can get to work and reach out to me if you get stuck.
 - **Next session** week of December 13th depending on comfort levels to proceed.

What have we done - Content

Content

1. Orientation In August
2. Transition presentation
3. Attending daily meetings, SWATs, and Web
4. Invited to AI Community of Practice
5. Some introductions complete
6. Content update
 - a. Visio process
3. Continuous Improvement – cc's on all emails
4. Kanban
 - a. Assigned as primary, reviewed use and Brad has added information
5. Measurement
 - a. Reviewed Dashboard and attended meeting with ServiceOntario

Content Courses available - ODS

TBD

Continuous Improvement

- **Shared Kanban**
- **Discussed**
 - Voice of the customer
 - Alignment

Up Next

- Create outline of Design Supports
- Brad to lead and plan daily meetings
- Schedule work sessions with Charles
- Kim to provide support and coaching



RFQ 2020-16 - Extension Letter_signed.pdf

Updating Content

Content Objective:

Chatbot answers Driver and Vehicle questions and is accessed from Ontario.ca. The content is expected to align with the web and all channels (application, contact centre, media, other web, in-person, IVR) and Ministries and parts thereof (MGCS, ServiceOntario, MTO, DriveTest) and Vehicle questions

Limited Scope: 5 webpages

- Register Vehicle Permit Licence Plate and Sticker
- Buy or Sell Used Vehicle Ontario
- Renew Driver's Licence
- Driver's Licence
- Payment Help: Driver & vehicle online services

- **Process – VISIO Kanban** - All chats and feedback are reviewed daily by the dialogue team
 - **Chatbot Dialogue Role** does daily audit of chats - updates flows and intents, updates Visio – **full day**
 - **Chatbot Dialogue Team** meet for **45 -60 min** to review the chat conversations and feedback:
 - create notes in Kanban for opportunity, review and assignment
 - **SWAT roles** meet for **30 min** to review the chat conversations and feedback:
 - create notes in Kanban for opportunity, review and assignment
- **Who to involve** – CMI Change Management will now transition to the role of the dialogue team, managing the daily role of the chatbot with two people to back each other update
 - **Chatbot Dialogue Team** does daily audit of chats - updates flows and intents, updates Visio – **full day**
 - **Communications roles** meet for sharing of upcoming changes and alignment
 - **Support roles** – meet to discuss trends and answers and to ensure alignment
- **Translation** – Translation is contracted to CCMB for chatbot translation – ServiceOntario content planning will need to consider this before expiry - March 31, 2022..
 - **OPS contact is** Lillia.Jouanne@ontario.ca who is a corporate translation advisor at Business Development and Services, OSS
 - Send English translations in and Excel document for a word count and she will send on to the vendor
 - There is a system to send this through – we will need to add Brad

Continuous Improvement

Objective:

Continuous improvement is primarily chatbot improvement, focused on alignment of messaging across all channels and between Ministries.

Continuous Improvement

- What to look for
- Adhoc process
- Who to involve

- **Alignment**
 - We know there is a **multi-channel journey** for people seeking to confirm what they need to do
 - When people call they will typically have the webpage open or a letter in hand
 - **Approach:**
 - Travel their journey to see what they see find:
 - **Different language, information, level of detail** across web (MGCS & MTO), application, social media, IVR, DriveTest, what the agent says
 - **Take findings** to Kanban, meetings, and complete and MGCS form for web
 - **Follow-up** - various level of success in changes
- **"Voice of the Customer"** is here.
 - **Service Issues** – Top issues for service, online and payment issues are the top issues, followed by Delivery of cards
 - **Information Issues** – DriveTest, G licence instructions and appointments, Over 80 are confused, RIN definition, expectations that everything should be online
 - **New projects check in** –When D & V is in the news or changes made to a program the chatbot hears it right away
 - Some project will reach out seeking information
 - Chatbot chats will identify the impact of a change. what is confusing, or wrong and share back

Tracking and Measurement for Improvement

Objective:

To keep focused on the goal of improving the customer experience and improvements to the business by identifying issues, obstacles and successes.

Tracking

- Kanban - Use and tracking

Measurement

- What is done internally
- Dashboard
- KPIs

Tracking

- **Kanban** – Is an asynchronous way of working and tracking.
 - We track what needs attention, who can help, what this issue is and the priority – by assigning people it loops in people right away.
 - There are categories for new, work in progress, monitoring, backlog, improvements, future scope, and closed.
 - Ownership is with CMI, ITS, and CCMB

Measurement

- **Dashboard** – Is a result of best practices, what we can actually measure, what is of interest based on consultation with areas involved.
 - Measures come from two systems ECCS and IBM Watson
 - Three areas measured - Effectiveness, Adoption, Satisfaction
 - ITS is the creator and current owner of the product
- **Operational measures** – Specific analysis done at the dialogue level

Generally

- Why are chats unsuccessful?
- Why people say no?
- Coverage, Chats/Chats/Calls – evolving
- Chat Feedback

When looking in detail at every chat (this may not be sustainable)

- Manual tracking weekly – this is flexible
- Track specific items online issues, delivery
- Sharing raw data

SWAT Team and Partner Involvement

Collaboration across Channels, Ministries, Divisions, Branches and Units is essential and working well!

- **Two meetings (30 min) weekly with SWAT** to ensure alignment of information across the organization
- **One meeting (30 min) weekly** with Web Coordinators & Social Media to discuss webpage impacts and changes
- **As needed asynchronous participation** through the Virtual Kanban contact – Teams Daily Planner
- **Rarely needed** approvals process for content changes

SWAT

ServiceOntario

CMI - Project – Content & Translation – **Brad Flindall

CMI - Project – Dialogue Specialist – **TBD

*CC– **Linda Dowling** & Sally Campos-Garcia

CC **CMI – **Sarah Loveridge**, (Tricia Lewis)

CC ADMO – **Katherine Money**

Digital Adoption Branch – **Richard Steeden, Mirko Jkanovic** (Alykhan Visram)

MTO

MTO – Main contact – **Nora Challis** (Laura Dingwall)

MTO - Comms Web Co-Ordinator – **Andrew Nau & Andrew Miller**

Social Media – Stef Di Risio

MGCS

MGCS - Comms –Web Co-Ordinator – **Derek Kinley**, David Ingraham

Social Media – Maya Guerrero

Management - Kristen Polito, Nik Ramkumar

Supporting Contacts

ITS

OPSSC – Bot Creator and Lead - *** **Olive Kilpatrick**

OPSSC – Dialogue Specialist - *** **Charles Lavigne**

MGCS

CCMB - Project – Content & Translation – *** **Kim Monastyrskyj**

CCMB - Approval process & Content – *** **Lyn Lim**

MTO

Policy Vehicle – content approvals and questions – **Arthur Legaro**

Policy Driver – content approvals and questions – **Andrew O'Connor**

Drive Test – **Gail MacNeil**

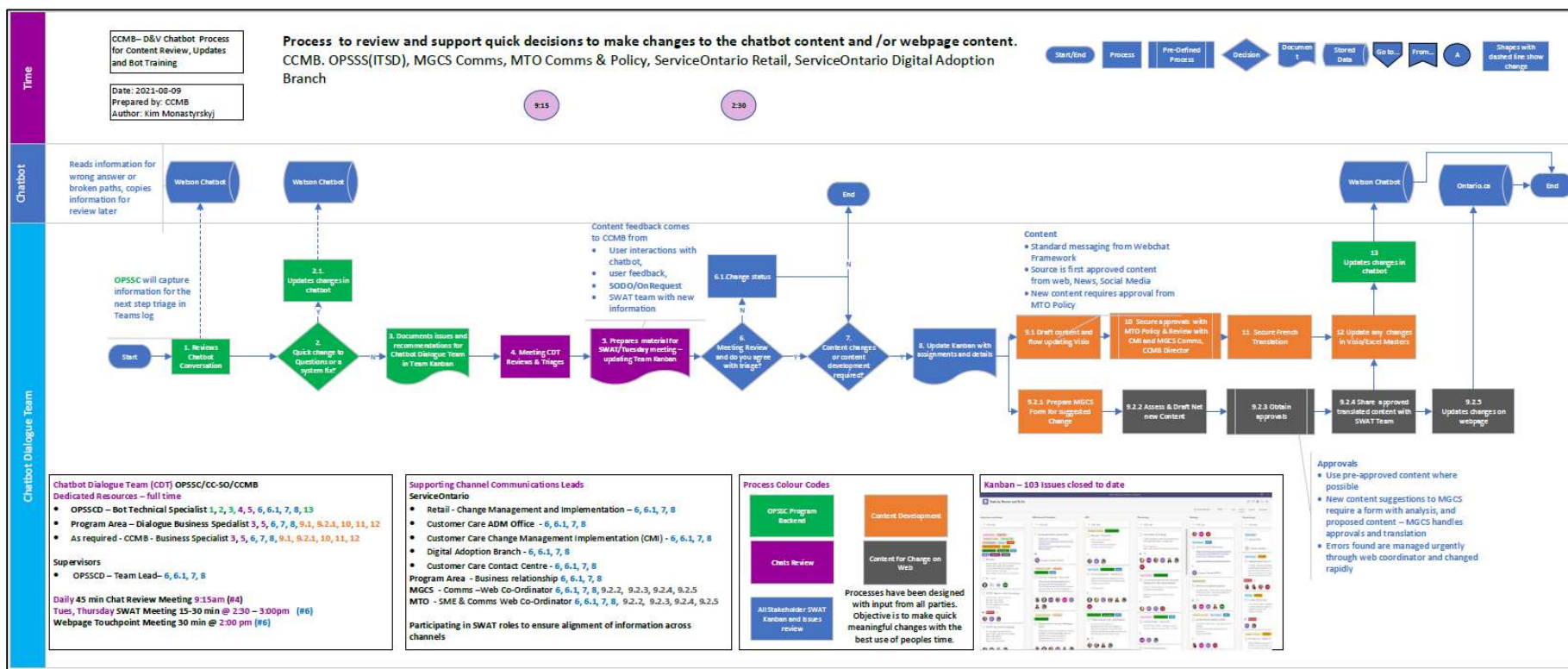
ServiceOntario Partner Services – **Sarah Palmer**

MGCS Comms - **Ashleigh Cocuzzi**

*CC - Customer Care

**CMI Change Management and Implementation

***Support Project Dialogue Team to be replaced with Program Area



Overview – D&V Chatbot Dashboard

Chatbot Dashboard has been built with collaboration and input from ITS, ServiceOntario and GSIC

**CONTACT
CENTRE
CHATBOT
REPORT**




What value does this report deliver?

This report presents key performance indicators of the Drivers and Vehicles contact centre chatbot channels. Its goal is to enable executives and operational specialists to determine whether chatbots are making a positive contribution, achieving results, and aligned to our goals across the following Critical Success Factors:

-  **Effectiveness:** Metrics exhibiting how successfully the chatbot is achieving the desired results.
-  **Adoption:** Metrics exhibiting how well the chatbot is being adopted by customers.
-  **Satisfaction:** Metrics indicating how satisfied chatbot customers are.

What is the scope of this report?

This report is based on the chatbot service for the Drivers and Vehicles contact centre. The sources include data from D&V webpages with a chatbot, customer conversations with chatbots, and call centre data for chatbot phone queues related to chatbot channels.

Features in this report:

-  Click on the magnifying glass to dive into the data used to calculate each metric
-  Hover over the 'i' to view the logic used to calculate each metric
-  Click on the back button to go back to the previous page

Whom do I contact for support?

To report an issue with this report, click [HERE](#)

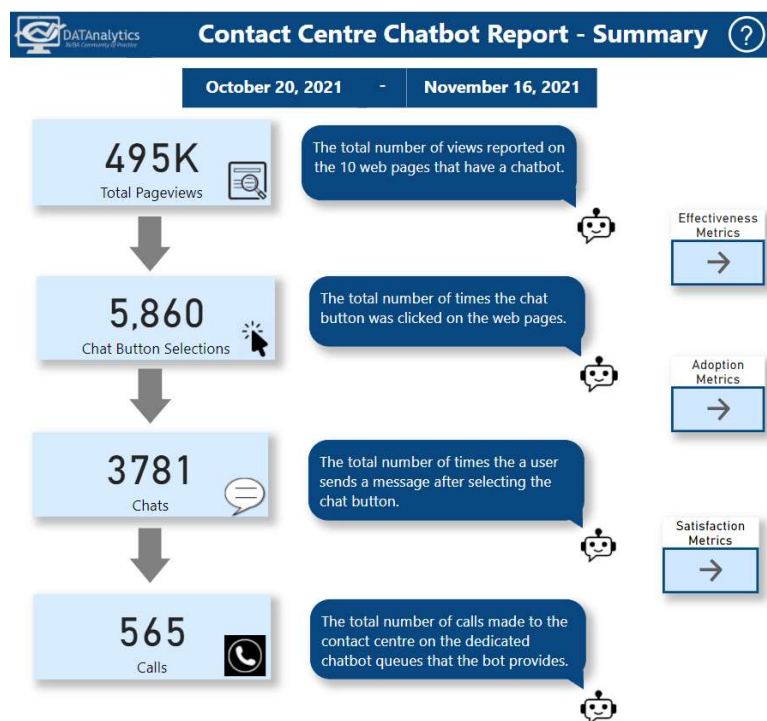
To submit a general inquiry, click [HERE](#)

To request access to this report, click [HERE](#)

- The Chat window is part of the **ECCS system** - while the chats and content reside in the **IBM Watson API**
- The creation of this Dashboard has been led by ITS in partnership with GSIC
- Best practices have been reviewed and balanced with what can be measured in the systems that are involved
- The pilot is on the 5 webpages with a low or soft profile
- We are currently working to add online insights to each measure and ensuring dynamic updates are available.

Dashboard Summary

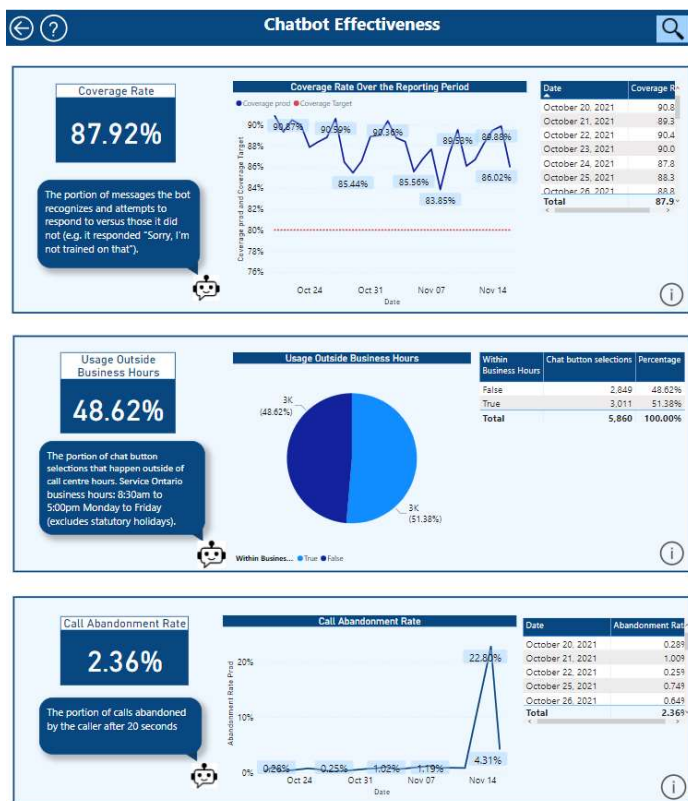
The summary offers a view to the volume flow from the webpage through to calls received at the Contact Centre



- **This four-week period** represents 20 business days during which the uptake of the chatbot was 1.18% of the webpage users
- During this period of resumption:
 - Letters encouraging online renewals – millions. Confusion about G renewals, fines, months, scan code
 - Emails sent about adding or opting out electronic renewals - 500K+
 - Issues with drive test appointment booking and volume of calls resulting in hang ups and chats and call to DVPI
 - Borders opened – increasing the need for the most current ID
- 5,860 people selected the chat button and some* did not follow through on the chat – note they may still offer feedback
- Chats, like a contact centre calls are typically higher at the start of the week, system issue on the applications, changes to information, a long weekend
- * As with any minimum viable product used for pilot there are a few fixes to sort out – we are aware there are some dropped chats between IBM and ECCS. This is for future development.

Dashboard Effectiveness

The effectiveness demonstrates how well the questions are answered and the demand and willingness to call



- The **Coverage rate** moves between 80 to 95% – the chatbot is most effective closer to 80% and can be reset allowing more answers to be offered with a lower confidence
- We know from the immediate feedback and **daily audit of the chats** that about 90% are getting the correct answer and do not indicate any issues with the chat
- 50% of the **chats happen outside of the contact centre hours** – which shows there is demand for information and reassurance beyond the open hours
- The **call abandonment rate** is low:
 - Reflects new staffing
 - Willingness to wait for the information
 - Mondays are always higher than the remainder of the week

Dashboard Adoption

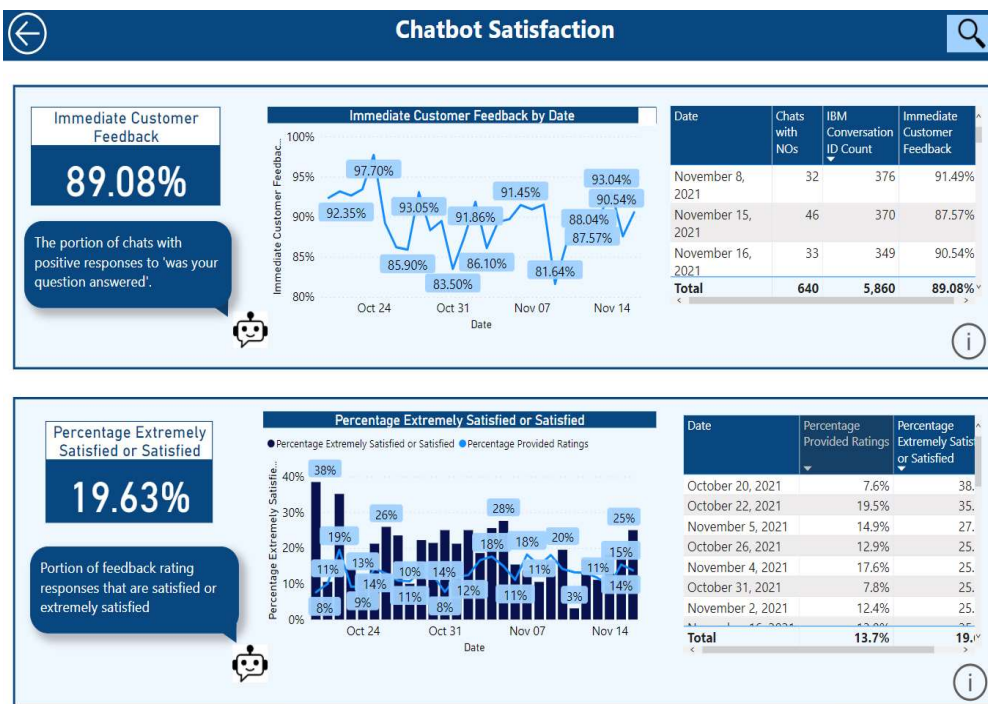
The summary demonstrates how using and adopting the various elements of the chatbot experience



- The **uptake rate** is steady between 1 to 1.5% on these 5 pages and intentional low promotion for the pilot. There have been over 34,000 chats – adding volume to offer some perspective to data %.
- The **interaction rate** helps us understand how many messages people are exchanging with the chatbot – some people have one and others are asking multiple things
- We consider the public **self-serving** a success and typically around 85% - (Chat Button Selections less the Calls divided by the Chat Button Selections)
- This is the opposite of the **calls received rate** which is typically 15% - there is a dedicated number for chatbot callers to help with this measurement (no priority is currently given)

Dashboard Satisfaction

The summary will improve with further iterations of the chatbot – offering people the option of feedback within the chatbot and an understanding of what is measured



- Within the chatbot we ask if people received the answer they are looking for; yes or no
- 89% of chats are leaving with the right answer and without saying no - very positive
- Analysis of the No's tell us they do not like the policy; they need to come in, pay a fee, book a road test for G2, complex questions, no agent to call after hours
- Satisfaction - Top two box score on a 5 point Likert scale is the usual way to look at satisfaction and about 12% of the chats respond
- A rating and feedback can be left in ECCS - without ever using the IBM chatbot – i.e. rating it for being a “bot”
- Currently the satisfaction measures could use refinement and future versions of the chatbot will look at people being able to provide feedback throughout the experience
- The daily review of all chats helps the team understand what to improve and they share this with the business to influence positive change



Thank you

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